2005 Hurricane Season
USACE-Internal RAP Workshop
17-19 Jan 06

C3 Focus Group

Presentation of Successes and Issues

C3 Focus Group

Proponent: BG Grisoli

Success	Recommendation and Recommended Lead	Obstacles
1. Demonstrated organizational agility -USACE leadership ability to muster, mass, and establish adhoc C2 and relationships in response to emerging and varied support requirements (JTFs, RRCCs, FEMA) . **USACE-internal**	**Recommendation: Standardize command and control and relationships amongst varied USACE assets responding to a disaster/contingency.** **Recommended Lead: C3 PDT**	

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Issue	Recommendation and Recommended Lead	Obstacles
1. Lack of unity of command in sector w/ESF3 TL and staff attached to HQ, USACE and assigned OPCON to the JFO, separate from the standard USACE/MSC/District chain of command. **USACE-internal** **Recurring**	**Recommendation: Integrate USACE/MSC/District chain of command w/ESF3 capability to improve** **support to FEMA; both standard (power, housing, etc) and unique (unwatering, levee design, etc). Revise doctrine accordingly.** **Recommended lead(s): C3 PDT.**	**-Synching the C2 with the overall NRP and our responsibilities to FEMA** **-Resistance to change**

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Issue	Recommendation and Recommended Lead	Obstacles
2. Current doctrine does not identify the mechanism for interacting with JTFs stood up to provide emergency response in support of/alongside DHS and FEMA. **USACE-internal** **Recurring**	**Recommendation:** Develop command and control templates responding to myriad scenarios (simple to complex). Revise doctrine accordingly **Recommended lead:** C3 PDT.	-Educating military partners as to funding streams and authorities associated with FEMA support and their requirements of our (Corps) response.

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3. How do we command, control, and coordinate execution of Civil Works, PL 84-99 work, and the use of FCCE funds under the current doctrine. **USACE-internal** **Recurring** **Priority:**	**Recommendation: Develop command and control templates responding to myriad scenarios (simple to complex). Revise doctrine accordingly** **Recommended lead: C3 PDT.**	**None**

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Issue	Recommendation and Recommended Lead	Obstacles
4. Lack of clearly defined roles and responsibilities for Districts, MSCs, and HQ's (including forward cells). **USACE-internal** **Recurring** **Priority:**	**Recommendation: Clarify and update existing doctrine to determine appropriate command and support relationships and define roles and responsibilities of standard chain of command (District/MSC/HQ). Revise doctrine accordingly.** **Recommended lead: C3 PDT.**	**None**

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Issue	Recommendation and Recommended Lead	Obstacles
5. Lack of standardized, automated reporting tools. **USACE-internal** **Recurring** **Priority:**	**Recommendation: Establish a PDT from the EM CoP and develop standardized reporting tools for use this coming hurricane season.** **Recommended lead: EM CoP PDT.**	**None**

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Issue	Recommendation and Recommended Lead	Obstacles
6. Continued concern over real time logistic and communications and support associated with ongoing competitive sourcing and HPO efforts.	Recommendation: Competitive sourcing and Log HPO PDTs continue to place a priority on this key aspect of disaster response and brief leadership on the specifics of their plans to provide requisite support to disaster/contingency response efforts. Recommended lead: Ray Navidi and the competitive sourcing/HPO teams.	None